

IMPROVING THE PROCESS OF CAPTURING CLIENTS' NEEDS

FAIZAH BINTI IBRAHIM

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Especially dedicated to:

My beloved mother, Rokiah Md. Zain

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ABSTRACT

Understanding of customer's need is very crucial for any organisation to ensure that their need can be fully realised. Therefore, it is important for organisation to have a systematic approach to capture their client requirements. For Jabatan Kerja Raya (JKR) this system has been developed and implemented in 2000 with the guidance of quality management system. However, based on the recent internal survey conducted in 2009, it is found that Customer Satisfaction Index achieved by JKR under the criteria of quality design is below the expectation. This has raised the alarm for JKR to review back their back their business process related to the addressing their client's need so that significance improvement can be made. This study is embarked on in conjunction with such effort. The main focus of this study is to propose improvement measure for JKR to reappraise their current process in understanding and translating client requirements into design outputs. The methodologies used for the study include thorough document search, interview with expert panels and questionnaire survey. The data collection involved JKR personnel as well as client form various government agencies in Malaysia. The findings from the study clearly indicate that some limitations existed within the current processes that need to be improved if JKR want to achieve the target of exceeding their client's satisfaction. Various improvement measures have been identified in this study and proposed to JKR. Among the improvement measures are the need for JKR to conduct benchmarking procedures, establish clear guidelines for the project team and adequate client representation in design development process. Finally, the study concluded that JKR must take a very serious action to realign their current process of addressing the client's needs coherent with the current business trend aspiration.

ABSTRAK

Memahami kehendak pelanggan adalah sangat penting untuk memastikan bahawa keperluan mereka dapat dipenuhi. Oleh itu, adalah penting sesuatu organisasi mempunyai kaedah yang sistematik untuk mengumpul, memahami, menganalisa dan merealisasi keperluan pelanggan. Bagi Jabatan Kerja Raya, system pengurusan kualiti telah di diaplikasi dan digunapakai sejak 2000. Walau bagaimanapun, berdasarkan kepada kajiselidek dalaman yang dijalankan pada 2009, adalah didapati Index Kepuasan Pelanggan yang dicapai oleh JKR bagi kriteria reka bentuk berkualiti berada di bawah paras jangkaan. Ini adalah sesuatu yang amat membimbangkan kepada JKR supaya mengkaji semula proses dalaman berkaitan dengan keperluan pelanggan supaya penambahbaikan dapat dijalankan. Kajian ini dijalankan berdasarkan kepada usaha tersebut. Fokus utama kajian ini adalah untuk mencadangkan kepada JKR kaedah penambahbaikan bagi menilai semula proses sedia ada pengumpulan, pemahaman, penganalisaan dan merealisasi keperluan pelanggan kepada output reka bentuk. Kaedah pengumpulan data yang dijalankan untuk kajian ini adalah melalui kajian litertur, temuabual dengan pakar dan kajiselidek. Pengumpulan data ini dijalankan ke atas pegawai JKR dan pelanggan JKR yang terdiri daripada pelbagai agensi kerajaan. Hasil kajian menunjukkan terdapat masaalah dan kekurangan semasa proses dijalankan yang perlu di perbaiki sekiranya JKR hendak mencapai objektif melepasi kepuasan pelanggan. Pelbagai kaedah penambahbaikan telah dikenalpasti di dalam kajian ini dan dicadangkan kepada JKR. Antaranya yang perlu dilaksanakan oleh JKR adalah prosedur penandas, garis panduan yang jelas untuk pasukan projek dan penglibatan pelanggan yang mencukupi semasa proses membangunkan reka bentuk. Akhirnya, kajian ini merumuskan bahawa JKR hendaklah mengambil langkah yang tegas untuk memastikan proses sedia ada dalam menangani keperluan pelanggan selari dengan halatuju JKR .